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Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 4 April 1961

STATINTL

FROM : [REDACTED] IS/OTR

SUBJECT: Report of Attendance at the Brookings Institute
Conference for Federal Management and Program
Executives

1. The Conference was held at the Williamsburg Lodge in Williamsburg, Virginia. It began at 1700 on 4 March and ended at 1230 on 17 March. The participants were quartered in the Lodge, and all conference sessions were held in the Lodge.

2. The theme of the Conference was "Executive Leadership in Democratic Government," and the conference programming took full advantage of the wide scope inherent in the theme. A list of the subjects discussed and the speakers who presented the subjects is attached to this memorandum.

3. There were 25 "student" participants in the conference, each representing a Federal Government Administration, Agency, Commission, Department, or Bureau within a Department. A roster of the participants is included in the attachment.

4. The Conference was managed and -- for the most part -- chaired by Mr. Roy W. Crawley, Senior Staff Member, Conference Program on Public Affairs, The Brookings Institution. Other Brookings personnel, who chaired single sessions, were Robert D. Calkins and Walter G. Held.

5. The general organizational structure of the Conference was:

0830 - 0930 Critique -- a panel of two or three participants critiqued the presentations and the discussions of the preceding day.

0930 - 1030 Lecture

1030 - 1230 Seminar discussion with the lecturer as the resource person -- usually the target.

1400 - 1500 Lecture

1500 - 1700 Seminar discussion

2000 - 2200 Reading and meetings of Study Groups.

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6. The required reading load was extremely heavy. The material, however, had been carefully selected and organized; the burden was not an onerous one, but it was time consuming. Each of the Study Groups was composed of four or five participants, and each group was assigned a subject upon which to write and present a paper. Sample subjects: Headquarters-Field Relationships, Factors Which Affect U.S. Leadership in the World, the American Image Abroad, The Peace Corps.

7. My reactions to selected phases of the Conference program are:

a. With perhaps three exceptions, the speakers were well chosen; they were thoroughly knowledgeable in their fields, they were skilled in presentation, and they were skillfull in handling questions. A few of them were over-dedicated to showmanship, but only one attempted to substitute showmanship for substance. The men who spoke on Business and on Agriculture are lobbyists, and their approaches were clearly biased. The speaker on Labor spoke with the voice of labor. Several of the speakers were obviously enamoured with their own private theses. In general, however, the speakers were stimulating and served very well the purpose of the Conference.

b. I was greatly impressed by the caliber of the "student" participants in the Conference. Apparently they had been selected -- in part, at least -- on the basis of their general ability to reflect credit upon the component they represented. The group was heterogeneous from the point of view of the kinds of administrative jobs the individuals did, but it was homogeneous from the point of view of general intellectual capability and adaptability to group participation. The ages ranged from the mid-thirties to the late fifties; the average probably was forty-five.

c. The Conference was planned and managed with outstanding efficiency. The established program was followed closely; sessions began and ended on schedule, and there were no apparent logistical strains.

8. It is difficult to specify the benefits derived from participation in the Conference. For me it was a stimulating experience. It broadened the scope of my thinking, increased my awareness and understanding of the basic problems of federal operations, and heightened my respect for the men who solve

these problems. To what extent these expansions will improve my performance in my present and future duties, I cannot say. I believe, however, that departure from any kind of parochialism is a contagious virtue.

9. Again, it is difficult to specify the benefits that the Agency derived from my participation in the Conference. Whatever improvement I may make in my job performance is one benefit, of course. Beyond that, perhaps there has been some small gain in inter-agency amity. Perhaps the cumulative effect of CIA representation in these Conferences has been a contribution to increasing the respectability of the CIA image in Washington.

10. In spite of the intangibility of the benefits, I recommend that the Agency continue to send participants to the Conferences. I further recommend that the participants be selected -- in some part, at least -- on the basis of their ability to reflect credit upon the Agency in a situation that calls for intellectual activity, verbal skill, and adaptation to group activity. Selection should not be limited to generalists or to administrative persons, but specialists in the technological or scientific areas should be selected only if they have administrative responsibilities.

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Attachment

EXECUTIVE LEADERSHIP IN DEMOCRATIC GOVERNMENT
Conference for Federal Management and Program Executives
March 5-17, 1961
Williamsburg, Virginia

THE SUBJECTS AND THE SPEAKERS

The Role of the Individual in a Free Society
Henry King Stanford, President, Birmingham-Southern College

The Role of Government in a Free Society
Louis Hartz, Professor of Government, Harvard University

Communications, Propaganda and Foreign Affairs
John N. Hutchinson, Director, Press and Publications Division,
United States Information Agency

The Meaning of Communism
Harry Schwartz, Specialist in Soviet Affairs; Member, Editorial
Board, The New York Times

National Security
Robert C. Sprague, Chairman of the Board, Sprague Electric
Company

The Role of Business in Today's World
Rodney W. Markley, Jr., Manager, Washington Office, The Ford
Motor Company

Science and Society
Herman Finer, Professor of Political Science, The University
of Chicago

The Impact of Mass Media on the Formation and Control of Public Opinion
Robert Saudek, President, Robert Saudek Associates, Inc.

National Economic Policy
Gerhard Colm, Chief Economist, National Planning Association

Agriculture and Society
Roger Fleming, Secretary-Treasurer and Director, Washington
Office, American Farm Bureau Federation

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THE SUBJECTS AND THE SPEAKERS (continued)

The Role of Labor in Today's World
John Herling, Editor and Publisher, John Herling's Labor Letter

Leadership Needs in a Democratic Society
Richard D. Weigle, President, St. John's College

Power Structures and the Federal Executive
Wallace S. Sayre, Professor of Public Administration,
Columbia University

Legislative-Executive Relationships: The Role of the Congress
John Brademas, United States Representative from the Third
District of Indiana

Personnel Management in the Next Decade
Frederick J. Lawton, Commissioner, United States Civil
Service Commission

Behavior and Organization
James N. Mosel, Associate Professor of Psychology,
The George Washington University

International Challenge of Private Enterprise
Donald Maggin, Planning Director, Booz, Allen and Hamilton
International, Incorporated

Frontiers of Management
Arthur Naftalin, Associate Professor of Political Science,
The University of Minnesota

THE PARTICIPANTS

Whitney Ashbridge, Assistant Administrator for Construction,
Veterans Administration

Robert L. Bell, Director of Security, National Aeronautics and
Space Administration

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Norman L. Christeller, Financial Management Officer, National
Bureau of Standards, Department of Commerce

THE PARTICIPANTS (continued)

- Paul L. Evans, Director of Information, Tennessee Valley Authority, Knoxville, Tennessee
- William H. Fortenberry, Assistant to Comptroller, George Marshall Space Flight Center, National Aeronautics and Space Administration, Huntsville, Alabama
- Isaac E. Friedlander, Assistant to the Assistant Commissioner, Office of Supply Operations, Federal Supply Service, General Services Administration
- Brigadier General William H. Harris, Chief, Personnel Division, Office of the Adjutant General, Headquarters, Department of the Army
- Donald R. Johnson, Area Director, California Area, Bureau of Commercial Fisheries, Department of the Interior
- John H. Kennedy, Senior Staff Advisor, Plans and Policy Group, Air Force Intelligence Center, Department of the Air Force
- Earl G. Kunz, Chief Counsel, Chicago Operations Office, U.S. Atomic Energy Commission, Argonne, Illinois
- James L. McGraw, Assistant Manager for Manufacturing, Albuquerque Operations Office, U.S. Atomic Energy Commission, Albuquerque, New Mexico
- Charles B. MacLean, Administrative Officer, Bureau of Naval Personnel, Department of the Navy
- Lowell C. Martindale, Associate Deputy Regional Commissioner, Management, Southwest Regional Office, Immigration and Naturalization Service, Department of Justice, San Pedro, California
- E. J. Overby, Director, Cotton Division, Agricultural Marketing Service, Department of Agriculture
- E. Edward Rizzo, Technical Assistant to the Assistant Chief for Supply Management, Bureau of Supplies and Accounts, Department of the Navy
- Robert C. Robinson, Regional Director for Urban Renewal, Region 5, Housing and Home Finance Agency, Fort Worth, Texas

THE PARTICIPANTS (continued)

Andrew E. Ruddock, Director, Bureau of Retirement and Insurance,
U.S. Civil Service Commission

Harold B. Siegel, Director, Operations Division, Office of Hearings
and Appeals, Social Security Administration, Department of Health,
Education and Welfare

C. Summer Spalding, Chief, Descriptive Cataloging Division, Library
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William M. Terry, Director, Office of International Relations,
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Coast Guard, Department of the Treasury